### Evaluation Area

<table>
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<tr>
<th>Competencies: WHAT</th>
<th>Notes</th>
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</table>

#### Delivering Results

*Example behaviors at Meets Expectations:*
- Achieves excellence in all tasks and goals.
- Maintains focus and perseveres, even in the face of obstacles.
- Uses time efficiently; adapts plans when changes occur. Prioritizes tasks based on importance. Delegates appropriately.
- Actively pursues professional development and growth for self and team.
- Is receptive to and implements suggestions for improvement. Solicits feedback. Actively identifies ways to improve.
- Holds direct reports accountable for producing quality, timely results; helps others maintain focus and overcome obstacles. Provides performance feedback that facilitates development.

*Additional examples: Unacceptable, Far Exceeds Expectations*

#### Problem Solving

*Example behaviors at Meets Expectations:*
- Breaks down problems into fundamental parts. Identifies root causes and addresses problems in ways that lead to innovative solutions.
- Consistently, in all cases, makes informed decisions based on available and hard to find information. Utilizes information that is relevant, current and clear.
- Recognizes typical as well as complex and unusual issues, and actions needed to advance the decision making process. Recommends possible solutions. Follows up to ensure resolution.
- Creates new ideas and processes despite initial ambiguity of the situation; modifies approach to achieve results in changing situations.
- Assists employees in diagnosing problems and recognizing issues. Takes time to help employees identify critical connections, consequences and alternatives. Recognizes successful adaptations.

*Additional examples: Unacceptable, Far Exceeds Expectations*

#### Functional Knowledge and Skills

*Example behaviors at Meets Expectations:*
- Demonstrates expertise in skill and knowledge within areas relevant to one’s own function or work group.
- Develops and contributes to best practices in discipline or specialty area for the work group.
- Serves as a resource for others regarding major developments in discipline or specialty area, and facilitates sharing of methods and knowledge.
- Consistently, in all cases, seen by customers and team members as possessing high functional knowledge and skills.

*Additional examples: Unacceptable, Far Exceeds Expectations*

#### Service to Others/Customer Focus

*Example behaviors at Meets Expectations:*
- Anticipates adverse customer reactions and develops better alternatives. Actively solicits feedback from customers to surface needs and concerns.
- Proactively keeps customers informed with both formal and informal communications.
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<tbody>
<tr>
<td>Follows up with customers to ensure satisfaction.</td>
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<tr>
<td>• Fulfills service commitments prior to deadlines. Willingly puts in extra time and effort in crisis situations; goes the “extra mile” to ensure customer needs are met.</td>
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<tr>
<td>• Actively seeks new opportunities to build relationships and understand the needs of customers.</td>
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<tr>
<td>• Provides same high level of customer service to staff as to internal and external customers. Delivers on promises to employees.</td>
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</tbody>
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**Additional examples:** Unacceptable    Far Exceeds Expectations

### Competencies: HOW

#### Building Trust

*Example behaviors at Meets Expectations:*
- Behaves and expresses oneself in an open and honest manner; is consistent in all cases with what he/she says and does; appropriately handles difficult situations.
- Consistently, in all cases, shares information that is accurate and complete; handles sensitive information appropriately.
- Follows through on all assignments and commitments, completing them in a timely and reliable manner; consistently, in all cases, makes others aware of task/assignment status.
- Demonstrates commitment to Emory’s goals, initiatives, policies and procedures through communication and actions.
- Encourages employees to be open and honest; holds employees accountable for sharing accurate and complete information; recognizes employees who follow through and demonstrate commitment.

*Additional examples:* Unacceptable    Far Exceeds Expectations

#### Collaboration

*Example behaviors at Meets Expectations:*
- Consistently, in all cases, treats everyone, with dignity, respect and fairness; is very easy to approach and helpful.
- Resolves interpersonal conflicts constructively and professionally; seldom requires outside assistance.
- Enthusiastically spends time with others to help them and the team succeed.
- Promotes awareness and respect of cultural and individual values and differences; leverages the strengths of others to accomplish goals, regardless of background.
- Listens to and carefully considers ideas from others, even when different from own; ensures all sides are heard before reaching a conclusion.
- Encourages teamwork among direct reports; facilitates resolution of team conflicts; promotes respect among all team members.

*Additional examples:* Unacceptable    Far Exceeds Expectations

#### Communication

*Example behaviors at Meets Expectations:*
- Provides regular, consistent, and meaningful information to others; ensures appropriate individuals are informed.
- Listens carefully to others, asks questions for clarification, and ensures message is understood.
- Communicates in a clear and concise manner using appropriate grammar, pronunciation and tone; conveys message using appropriate method of communication (email, phone, in person).
### Evaluation Form - Mid-Year/Six-Month – Manager

**Date:**

☐ **Mid-Year Review** (annual mid-year)

☐ **Six-Month Review** (new hire at six months)

**Employee Name:**

**Reviewer Name:**

**Evaluation Area**

- Demonstrates an ability to influence others by modeling appropriate body language and nonverbal communication.
- Tailors communication style to the needs of each situation and audience.
- Encourages direct reports to communicate consistently, clearly and professionally.

*Additional examples: Unacceptable **Far Exceeds Expectations***

**Taking Initiative**

*Example behaviors at Meets Expectations:*

- Actively seeks out ways on own to improve outcomes, processes or measurements.
- Takes responsibility and provides leadership on projects or initiatives.
- Takes action on projects without being directed to do so, and looks for opportunities to move projects along.
- Enthusiastically seeks and accepts additional responsibilities, both in the context of the job and outside immediate job responsibilities.
- Encourages staff to identify and address process improvements, participate in projects and on committees when appropriate.

*Additional examples: Unacceptable **Far Exceeds Expectations***

**Overall Score**

☐ **Not on Track**

☐ **On Track with Some**

☐ **On Track with All**

**Additional Notes**

**Verification of Review**

By signing this form, you confirm that you have discussed your review in detail with your supervisor. Signing this form does not necessarily indicate that you agree with the evaluation.

**Employee Signature:**

**Date:**

**Supervisor Signature:**

**Date:**

Revised June 2015